We talk to
Joan Manuel Soler and Pedro Fontana about the ESADE Foundation Board of Trustees

Alumni Giving Back
Closing session of the 3rd ESADE Alumni Pro Bono Consultants programme

MBA Graduation
Interview with Bernd Beetz, CEO at Coty and speaker at The ESADE MBA graduation ceremony

2,600 alumni in Barcelona and Madrid

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You’re all that’s missing
2,600 alumni showed once again how the ESADE Alumni Annual Conferences held in Barcelona and Madrid have become major events. This time round their leitmotiv was the new global setting, business strategies in response to it and leadership in times of crisis. This is because in the light of the current economic situation, it is crucial to continue strengthening our network and to remember that behind the macroeconomic figures there are people. By pulling together in the same direction, we can generate ideas, value and mutual support.

THE ANNUAL CONFERENCES
At the ESADE Alumni Annual Conference in Barcelona Marc Busch, Professor at the School of Foreign Service at Georgetown University, Xavier Mendoza, Associate Director General of ESADE and a researcher at the Spanish Multinational Company Observatory (OEME), and Rosa María García, Vice-President Consumer & Online at Western Europe Microsoft, set out the new internationalisation strategies being adopted by companies in which innovation plays a fundamental role. Meanwhile the keynote speaker at the ESADE Alumni Annual Conference in Madrid was leading psychiatrist Luis Rojas Marcos, Professor at the University of New York, who highlighted the importance of having a strong network of affective relations and identifying with a group to overcome adversity.

If you couldn’t get along to the events, I recommend you watch them online at www.esadealumni.tv.

ESADE AWARDS
The ESADE Awards are designed to recognise people with an outstanding track record in business and this year they focussed on involvement in social projects. The winners were Rosalía Mera, founder of the Paideia Foundation, Leopoldo Rodés, President of Ramon Llull University’s Board of Trustees, and Carlos Slim, President of the Board at Impulsora del Desarrollo y el Empleo en América Latina. They are all business leaders who have helped to improve society through social activities and philanthropic projects.

ALUMNI GIVING BACK
Along the same lines those of us who are members of ESADE Alumni have also once more demonstrated our commitment to society in the shape of the Alumni Giving Back initiative. As you can see in this issue, the 3rd edition of the Pro Bono Consultants programme has been rounded off in Barcelona and Madrid. This is an innovative project which makes the talent of our alumni available to non-profit organisations. It is open to all alumni who wish to take part and is growing with more people involved and more organisations being helped each year.

POINT OF REFERENCE
There has been a change at the top of the ESADE Foundation. We would like to welcome the new President of the ESADE Foundation Board of Trustees, Pedro Fontana, who in this issue has an interesting chat with his predecessor in the post, Joan Manuel Soler, about the challenges facing the institution. It is a handover from one alumnus to another and will give continuity to the ESADE project.

We cannot finish this editorial without mentioning Professor Luis de Sebastián, who passed away a few days ago. Many generations of alumni will remember him over the course of his twenty-seven years of teaching at ESADE for his academic rigour and critical conscience. His commitment to this magazine gave us the chance to read his opinion pieces over all this time. He was an extraordinary person who is now no longer with us but leaves behind many memories that will remain alive among his alumni.

ESADE Alumni is a network of people who have different business careers and take part in charity projects. The network is growing every year with the inclusion of new classes who graduate from ESADE to join the legal and business fields and with alumni who get involved in running the ESADE Foundation. We are a network where value lies in people. Join us. And as ever, please don’t hesitate to contact me at german.castejon@alumni.esade.edu
United Kingdom Chapter

Agreement with Spanish Chamber of Commerce

As a result of the efforts of Chapter President Jaime Enrique Hugas (Lic&MBA 94), ESADE Alumni United Kingdom Chapter members can now belong to the Spanish Chamber of Commerce in London. The Chamber of Commerce is to deliver consultancy and administrative support services to official Chapter members and their companies. That means Chapter members can enjoy the benefits of belonging to the Chamber and are entitled to attend the events it organises.

Contact us at chapteruk@alumni.esade.edu

Chicago Chapter

Professor Daniel Arenas visits alumni in the area

Professor Daniel Arenas spent an evening with members of the ESADE Alumni Chicago Chapter. Arenas, who has a PhD from the University of Chicago and is a member of the Social Sciences Department at ESADE, spoke to the Alumni about ESADE’s current situation and future projects.

Contact us at chapterchicago@alumni.esade.edu

China Chapter

Meeting in Beijing with ESADE lecturers Josep Franch, Ivana Casaburi and Jordi Vinaixa

Alumni from the area shared their experience of working in China at a round table organised by Daniel Navarro (EMBA 03) and featuring ESADE lecturers Josep Franch (Lic&MBA 84), Ivana Casaburi and Jordi Vinaixa (MBA 91).

Contact us at chapterchina@alumni.esade.edu

Costa Rica Chapter

We expand our international network

Inauguration of the ESADE Alumni Costa Rica Chapter

ESADE Alumni International invited all its alumni in Costa Rica to the inauguration of the ESADE Alumni Costa Rica Chapter. At the event alumni were able to find out more about ESADE Alumni and the Chapter, spend a pleasant evening with their companions and do some networking.

Contact us at chapters@esade.edu
Carles Navarro (MDMC 04 and EDIK 95) and Ignacio Anglada (MBA 05), members of the ESADE Alumni Turkey Chapter, attended the “In the confines of the same sea: the Alhambra and Topkapi palaces in Oriental travel photography” exhibition in the Topkapi Palace at the invitation of the Cervantes Institute in Istanbul. There they chatted with Antonio Gil de Carrasco, Director of the Cervantes Institute in Istanbul, and Teodoro Alzina de Aguilar, Manager of the Cervantes Institute in Istanbul, about the latest developments at ESADE. The Alumni also spoke with the Minister of Equality, Bibiana Aído Almagro, and shared experiences and stories about living in the Turkish capital, where issues on her Ministerial agenda are a priority in the country.

Contact us at chapters@esade.edu

France Chapter
Continuous learning at the Cervantes Institute in Paris

The ESADE Alumni France Chapter invited all its members to a continuous learning event at the Cervantes Institute in Paris given by Professor Juan José Pérez Cuesta. The speaker reviewed management in times of severe crisis and looked at both the paradigms for success from the past and the difficulties facing business in the present.

Contact us at chapterfrance@alumni.esade.edu

Turkey Chapter
Alumni are invited to the Cervantes Institute in Istanbul

Carles Navarro (MDMC 04 and EDIK 95) and Ignacio Anglada (MBA 05), members of the ESADE Alumni Turkey Chapter, attended the “In the confines of the same sea: the Alhambra and Topkapi palaces in Oriental travel photography” exhibition in the Topkapi Palace at the invitation of the Cervantes Institute in Istanbul. There they chatted with Antonio Gil de Carrasco, Director of the Cervantes Institute in Istanbul, and Teodoro Alzina de Aguilar, Manager of the Cervantes Institute in Istanbul, about the latest developments at ESADE. The Alumni also spoke with the Minister of Equality, Bibiana Aído Almagro, and shared experiences and stories about living in the Turkish capital, where issues on her Ministerial agenda are a priority in the country.

Contact us at chapters@esade.edu

More information at www.esadealumni.net

Alumni Network ➔ International Chapters
Changing the American dream

VICTOR ESTEBAN (MBA 96), PRESIDENT OF THE ESADE ALUMNI WASHINGTON D.C. CHAPTER, HAS SEEN HOW THE FINANCIAL CRISIS HAS HIT THE USA AND ALSO ATTENDED THE NEW PRESIDENT’S INAUGURATION.

Victor works for the World Bank as a Senior Human Resources Officer for the Middle East and North Africa, and his job consists of helping World Bank employees to develop the skills they need to foster international development and enhance public institutions. With his extensive background in multinational corporations and government institutions in Latin America, Europe and the US, Victor is well prepared to carry out this task. Prior to taking up his present post he worked for the United Nations in Kosovo.

DEVASTATING IMPACT OF THE CRISIS

“When you live in Washington you get the impression that the world’s future is decided here,” he says. “It’s an extremely international environment.” Victor admits it’s not hard to see the devastating impact of the crisis on the US economy: “It’s as if the entire country has been brought to its knees and has to change everything from top to bottom. But Obama’s managed to get across the feeling that the country is up to the job and can get organised and deal with the crisis”.

There are around 200 ESADE alumni in the Washington metropolitan area

Here Victor believes that ESADE’s educational approach ties in perfectly with the new era in which the important thing is creating business models that achieve sustainable and inclusive globalisation.

AN ACTIVE CHAPTER

There are around 200 ESADE alumni in the Washington metropolitan area, and the ESADE Alumni Washington Chapter, although small, is going from strength to strength. The Chapter runs networking events, academic sessions with ESADE lecturers (recently Xavier Mendoza (Lic&MBA 79) and Luis de Sebastián came to visit the group), and some interinstitutional functions with the joint Georgetown and ESADE Global Executive MBA. The Washington Chapter also partners COPCA, the Catalan agency which promotes investment in the US.

Washington in figures

BACKGROUND:
- The US receives 5% of Spain’s foreign investment
- It is the world’s biggest economy accounting for 25% of global production
- 300 million consumers with a per capita income of $45,600
- It takes in 16% of total world imports
- The main source (19%) and destination (15%) for international investment
- Priority sectors for Spanish investment: tourism, rail equipment, aerospace and defence, cements, surgical supplies, food, roadways, real estate, construction and food services

Source: Ministry of Industry, Tourism and Trade
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**‘The credit and competitiveness crisis, a challenge for Girona’s businesses’**

The ESADE Alumni Girona Club organised a talk entitled **The credit and competitiveness crisis, a challenge for Girona’s businesses**. It was given by economist and ESADE professor Jordi Fabregat (Lic&MBA 80) and director and ex-politician from Girona Esteve Vilanova (ADE 92), who analysed these and other questions in order to generate discussion.

*Professor Fabregat speaks with attendees at the cocktail party after the session*

**Contact us at** clubgirona@alumni.esade.edu

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**‘Management in a time of crisis in Tenerife’**

The ESADE Alumni Canary Islands Club organised a session called **“Management in a time of crisis”** on 22 May in Tenerife. The talk, given by director of ESADE Alumni Xavier Sanchez (Lic&MBA 97), looked at a number of approaches in business management bearing in mind the current economic and financial situation in Spain. Using specific examples and the testimony of managers and businesspeople who have spoken on the issue for ESADE Alumni, Xavier Sanchez examined the consequences of the crisis in Spain and the variables that need to be weighed up when responding to it.

*Alumni from the area enjoyed a networking dinner*

**Contact us at** clubcanarias@alumni.esade.edu

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**Networking dinner in Zaragoza**

Members of the Board of the ESADE Alumni Aragon Club held a networking dinner for ESADE alumni in Zaragoza. During the meal attendees discussed the club’s plan of action for the next few months.

*Alumni from the area enjoyed a networking dinner*

**Contact us at** clubaragon@alumni.esade.edu
Customer-driven marketing by Oriol Iglesias and Manuel Alfaro

Oriol Iglesias (Lic&MBA 98), Professor of the Department of Marketing Management at ESADE, and Manuel Alfaro (PMM 80), Director and Professor of the Department of Marketing Management at ESADE, spoke at the session on Building market strategies that focus on the customer’s experience: from brand management to customer relations, organised in Granada by the ESADE Alumni East Andalusia Club and in Valencia by the ESADE Alumni Valencia Region Club. During their talks, the speakers noted the lack of coordination between brand management and customer relations, two factors which often come into conflict as they can involve opposed positions, and recommended some new strategies.

Contact us at clubandaluciaoriental@alumni.esade.edu and clubvalenciana@alumni.esade.edu

‘Next practices in marketing’, by Lluís Martínez-Ribes

Lluís Martínez-Ribes (Lic&MBA 87), Associate Professor of the Department of Marketing Management at ESADE, spoke to Lleida Alumni at a session that focused on the importance of using next practices and not simply relying on best practices. Martínez-Ribes gave special emphasis to the need for managers to adopt roles which shape the futures of their companies.

Contact us at clublleida@alumni.esade.edu

‘Management in a time of severe crisis’ in Oviedo

Juan José Pérez Cuesta, Academic Assistant in the Department of Business Policy at ESADE and director of a number of companies, proposed a far-reaching review of management for a time of severe crisis in a talk which assessed the new priorities in organic and inorganic growth bearing in mind business difficulties in the current economic climate.

Contact us at clubasturias@alumni.esade.edu

People who overcome the crisis

The ESADE Alumni Balearic Islands Club invited all its alumni along to the talk People who overcome the crisis, given by Eugenia Cusí (MBA 98) who is a specialist in mentoring, personal growth and coaching. She spoke about two types of mentoring: conflict mentoring, used to take advantage of organisational conflict, and ASL or integrated self-help mentoring that can be employed in response to internal conflicts.

Contact us at clubbalear@alumni.esade.edu

More information at www.esadealumni.net ➔ Alumni Network ➔ Regional Clubs
Meeting of Clubs and Class Presidents

Members of the functional and sector-specific club boards and class presidents met up on 28 April with Germán Castejón (Lic&MBA 81), President of ESADE Alumni, to review what has been done over the last year and map out future actions. Attendees found out about ESADE Alumni’s goals and the latest developments in the association. The meeting ended with a networking cocktail party at which club and class attendees were able to exchange news and share their impressions.

ESADE Alumni Health and Pharma Club

Generic pharmaceutical specialities: an unwelcome guest?

THE HEALTH AND PHARMA CLUB HOLDS A DISCUSSION FOR SECTOR PROFESSIONALS CHAIRED BY ORIOL SEGARRA (Lic&MBA 94), CEO AT SYNTHON HISPANIA, ABOUT THE INTRODUCTION OF GENERIC SPECIALITIES INTO THE MARKET.

CURRENT POSITION
Raúl Díaz-Varela, CEO at Kern Pharma and President of the Spanish Association of Generic Pharmaceutical Substances and Specialities Manufacturers (AESEG), pointed out that in spite of continuous growth in generic pharmaceutical specialities, “in order to achieve a five-fold increase in sales in nine years we’ve had to multiply units sold by eight”. Montserrat Almirall, Managing Director of Laboratorio Stada, said that “in spite of the crisis, generics are growing more and more and now have a market share of between 8% and 9%, compared with 30% in Europe”. Regional governments control increased pharmaceutical spending in different ways. For instance, in Andalusia prescriptions are incentivised by the active ingredient, while in Catalonia and Madrid prescription of generics is encouraged and in other regions no attempts are made to promote them.

DOCTORS AND PHARMACISTS
Manuel Plaza, CEO at Teva España, pointed out that “providing a generic does not only depend on the doctor’s prescription but also on the dispensation in the pharmacy, where the pharmacist has a big role to play”.

GENERICS SHARE
In Plaza’s view, “the government ought to run awareness campaigns, put in place an appropriate pricing policy and work with doctors” while the role of generics companies should involve informing doctors and health managers. He believes that there is also a need for a framework of stable prices.
**ESADE Alumni Tourism Management Club**

**New Terminal 1 at Barcelona airport**

**CARLOS LOSADA (LIC&MBA 81), DIRECTOR GENERAL OF ESADE, MODERATED A ROUND TABLE DISCUSSION AT WHICH A NUMBER OF EXPERTS DISCUSSED THE OPENING OF TERMINAL 1 AT EL PRAT AIRPORT AND THE NEW SCENARIO THIS FACILITY CREATES FOR THE CITY OF BARCELONA.**

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**Joan Gaspart, President of the Barcelona Tourist Board**

**Starting point:** “The purchase of Spanair has been made possible by a partnership between the public and private sectors.”

**Key factor:** “80% of visitors to Catalonia come in through the airport.” Moreover, “the new terminal will give us double the total number of overnight stays.”

**Future:** the opening of T1 and the purchase of Spanair will not harm the other Catalan airports.

---

**Germà Bel, PhD and lecturer in the Economic Policy Department at the University of Barcelona**

**Starting point:** there is a need to decide whether the new passenger capacity is sufficient or further extensions are called for.

**Key factor:** “The airport should be managed to benefit those companies which commit to it.”

---

**Carles Arsequell, Sales Manager for Spain and Portugal at Singapore Airlines**

**Key factor:** “Barcelona is the only Spanish airport with a daily flight to Asia.”

**Future:** there are still some things that need to be tackled such as connections with Barcelona, more intercontinental routes and deregulation of air services.

---

**Rafael Serra (DGT 01), President of the Catalan Union of Issuing Travel Agencies (UCAVE)**

**Key factor:** ramping up freight traffic and making the most of the political consensus around El Prat.

**Future:** the opening of T1 should not put a hold on future extensions such as the new runway.

---

**Oriol Balaguer (FGAP 85), Director General of Ports, Airports and Coasts in the Government of Catalonia**

**Key factor:** an option for the future is to “step up destinations in emerging areas in Asia, Latin America and Africa as a hub.”

**Future:** “Europe has a higher airport density, and the Catalan Government’s Airports Plan seeks to get us up to that level.”
The ESADE Alumni Finance Club ran a talk at the Madrid campus entitled “The economic crisis: diagnosis and perspectives” given by the economics spokesman for Spain’s People’s Party, Cristóbal Montoro, together with Javier Judel (MBA 83), Vice-President of the ESADE Alumni Finance Club and F. Xavier Mena, professor in the Economics Department at ESADE.

The PP economics spokesman analysed the economic downturn, reviewed the Spanish and international situations and put forward a series of measures to overcome the crisis and restore confidence. ESADE’s Madrid campus was also the venue for the event “Catalonia and the crisis: a commitment to the economic progress of Spain”. Pedro Navarro (MBA 67), Vice-President of the ESADE Foundation Board of Trustees, opened the conference and introduced the speakers. These included Professor F. Xavier Mena, Claudio Boada, an engineer and President of the Business Circle, and Antoni Castells, Minister of Economics and Finance in the Government of Catalonia, who shared their views on the current economic crisis and ways of tackling it.

Key factors in overcoming the crisis according to Antoni Castells

The Minister of Economics and Finance in the Government of Catalonia noted the structural problems of the Spanish economy and argued that “the only sound answer is to enhance our competitiveness”. Training has a crucial role to play here in his view. Castells also believes there is a need for a “big agreement, a political and social pact” without which there is no chance of undertaking reforms to help the country grow. In this situation, “Catalonia has a lot to contribute” as it has “a very open economy, a very international one and is a great exporter which is a hallmark of competitiveness”. Finally he pointed out that his institutional role is “to transmit confidence” while businessmen have to “hold on and be confident” and back those who will lead the reforms.

Key factors in overcoming the crisis according to Cristóbal Montoro

Among other measures Montoro says that “we have to adjust public expenditure at all levels” which will make it possible to “help finance the most indebted families and SMEs”. The PP economics spokesman says there is a need to “recover tax incentives, especially ones geared towards R&D; cut social security contributions; reform the labour market to encourage hiring; introduce measures to incentivise self-employment, such as tax benefits; reform the country’s energy policy; strengthen market unit regulations; and introduce competition into all the country’s strategic economic sectors”. Finally, Cristóbal Montoro said that “if we get our confidence back, we’ll get through this crisis”.

From left to right: ESADE lecturer F. Xavier Mena, Cristóbal Montoro, PP economics spokesman in the Spanish Lower House, and Javier Judel, Vice-President of the Finance Club
Una ardilla salta vivaz entre mil flores de colores. Su pelo rojizo destaca, a ojos del paseante, en el verde intenso de la tierra fresca. Un pájaro se ha posado sobre un mármol liso y blanco, y la ardilla lo mira complacida, hasta que remonta el vuelo. Mientras, el paseo evoca el recuerdo de los que ya se fueron. A 15 minutos de Barcelona encontrará un cementerio único, en el que el recuerdo se da la mano con la naturaleza.
What attendees thought

Carlota Viola (Lic&MD 06)
Lawyer
“I work in a law firm which specialises in intellectual and industrial property and so I thought it would be a good idea to come along to this event.”

Llorenç Rubió (MBA 02)
Consultancy firm manager
“The issue discussed today is a very interesting one which generates debate worldwide and undoubtedly will do the same here.”

Ramon Lacasta (DTI 03)
Legal consultancy partner
“One of the divisions we deal with is intellectual property. I try not to miss any of the Law Club sessions as it’s useful to learn from other professional experiences in the sector.”

Copyright and the Internet: who pays?
LAST 19 MAY ESADE FORUM HOSTED A CONFERENCE ORGANISED BY THE ESADE ALUMNI LAW AND CULTURAL INDUSTRIES CLUBS WHICH LOOKED AT ONE OF THE MAIN ISSUES IN THE DIGITAL ERA.

THE GOOGLE CASE
Ignacio Sancho, President of Section 15 of the Barcelona Provincial Court, set out the case of complaints received by Google due to breach of article 31 which establishes limits on content reproduction.

USERS VS CREATORS
Carlos Guervós, acting Deputy Director of Cultural Industries at the Ministry of Culture, pointed out that “you have to compensate the person who’s made cultural creation possible”. Magdalena Vinent, President of the International Federation of Reproduction Rights Organisations and the Spanish Reproduction Rights Centre, said that a levy would only be paid on a few products. “The most advanced countries are the ones that protect their culture,” she argued.

THE NET USER PERSPECTIVE
Josep Jover, a lawyer and member of the Internet Users Association, noted that the Association’s position is that “you have to pay cultural content creators for their efforts, but we think that the levy isn’t trying to do that”.

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**12/05/2009 Matins ESADE with Luis Conde, founding partner and President of Seeliger y Conde: Where are we heading?**

“We are heading towards a new world economy driven by innovation and scientific breakthroughs”

SPEAKER: Luis Conde founded Seeliger y Conde in 1990. He is also founder and President of the Barcelona Financial Club. Previously he succeeded Gerardo Seeliger as Director of the International Division and Corporate Banking at Banco Mas-Sardà in Barcelona. He was also president of The Amrop Hever Group from 2003 to 2006.

Luis Conde remarked at the session that the world is heading towards globalisation; the talent market is increasingly global and hence international companies who need the best employees can look for them anywhere in the world. He also pointed out that these changes lead to faster and more rigorous decision-making and the search for less traditional profiles. Another fundamental aspect is internationalisation; on this point Conde argued that “in Spain we mostly look for national executives, and we are the country with the worst results in consultancy which expects to place five hundred executives out of a total of ten thousand candidates”. During his talk, Conde also noted that “telecommunications, leisure management, the environment and energy are the sectors that create most opportunities and in which managers have a better chance of finding good jobs”.

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**30/04/2009 Matins ESADE with Joaquim Borràs, Executive President of ISS FACILITY SERVICES: Integration and culture, a history of value**

“Workers’ productivity goes up when they feel involved and happy”

SPEAKER: Joaquim Borràs (Lic&MBA 1980) is the Executive President of ISS FACILITY SERVICES, a subsidiary of the ISS Group which is a service company multinational with a presence in 50 countries and more than 460,000 employees, 30,000 of them in Spain.

Borràs reviewed ISS Spain’s track-record and argued that the company’s success is down to the purchase and integration of firms specialising in different business areas. He advocated trusting and engaging workers as “99% of the return on investment comes from your own people”. During his talk, Borràs announced the company won’t be making any more acquisitions in the next two years.

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**10/03/2009 Matins ESADE with Francisco Reynés, CEO at Criteria CaixaCorp: Investing in a time of crisis**

“You have to take advantage of opportunities now”

SPEAKER: Francisco Reynés has been Criteria CaixaCorp CEO since July 2007. In March 2009 he was appointed a Unión Fenosa director.

Reynés outlined his optimistic view of the crisis and said that the economic authorities are acting “on a large scale and quickly to inject liquidity which will impact first on the financial system and then on the real economy”. Reynés thinks they will invest in “quality assets by buying public debt and building up liquidity and those who still have cash left over will focus on reliable companies”. As for Criteria CaixaCorp’s strategy, he argued for the need to act calmly and assess situations “not only from the financial point of view but also in terms of business and talent management capabilities” while making full use of the opportunities that the crisis may throw up.
**24/03/2009** Matins ESADE with Joan Maria Nin, CEO at “la Caixa”:
*Growth strategies in a time of crisis*

“We’ve been well regulated compared to other countries”

**SPEAKER: Joan Maria Nin** has been CEO at “la Caixa” since 2007. He began his financial career at Banco Central Hispano and in 2004 joined Banco Sabadell as CEO. He is also a board member at Repsol YPF, Gas Natural and BPI, as well as a director of SegurCaixa Holding and GF Inbursa.

The CEO at “la Caixa” told the Matins ESADE session that the volume of loans awarded by financial institutions is to fall for the first time in many years due to the downturn in GDP and rising unemployment. As for regulation of the Spanish financial system, he supported setting up oversight mechanisms to enable its future stability. Here Nin advocated medium to long-term management instead of seeking to maximise short-term profits. Turning to the crisis, he argued that “in Spain we have had a cushion that other countries haven’t enjoyed as we have been very well regulated”, since liquidity pressure in 2008 will make it possible to cover the financial system’s needs in 2009.

As for the future, Nin sees a financial system that will be increasingly like classic industry inasmuch as it will be “more solid and less profitable”, in line with mature industries such as pharmaceuticals.

Finally he referred to the need for enhanced management of structural costs in order to come out of the crisis on the up and said that this will involve “more austerity than ever”. He thinks that keeping one step ahead in decision-making will make it possible to cushion the blow inflicted by the crisis.

Nin also said that in his view “human resources management is crucial as people are pretty scared right now” while he also backed internal communication policies in support of corporate management decision-making.
The founder of Estudio de Comunicación and President of Tecnocom spoke at a Desayunos ESADE session held at the Madrid campus dealing with companies and their communication in a time of crisis. After reviewing developments in business communication over recent decades, Azcona pointed out that the crisis is forcing companies to start thinking about using communication for more than just building their external image, with special attention being paid to selective communication plans involving opinion leaders and internal communication. Furthermore, the present crisis will entail what Azcona called “the end of the vanities”, as managers who previously wanted a starring role in successes no longer want to be the focus of the news. “With the crisis we need to go back to the ‘war councils’ that were set up before takeover bids and were designed to map out mechanisms with which to deal with them,” he argued. That way, large companies get used to the idea of thinking as a group and sharing it by means of communication.

As a result, “we are now going to undergo a downsizing of that capacity to adjust its dimensions to a new reality”. Mas said that “there are industries and companies that are going to have to reinvent themselves and adapt their business models to new circumstances if they want to survive”.

At the Desayunos ESADE session the President of PricewaterhouseCoopers Spain noted the excessive optimism in business operations over recent years which led to “excessive growth and capacity” and hence to major indebtedness, property bubbles, constantly rising prices and expectations of rapid growth. As a result, “we are now going to undergo a downsizing of that capacity to adjust its dimensions to a new reality”. Mas said that “there are industries and companies that are going to have to reinvent themselves and adapt their business models to new circumstances if they want to survive”.

Business management and adaptation are the keys to survival

SPEAKER: Carlos Mas has a degree in Economics from the University of Valencia, an MBA from ICADE and an MDP from the University of Navarra. He is currently President of PricewaterhouseCoopers, where he has worked since 1985.

01/04/2009 Desayunos ESADE with Carlos Mas, President of PricewaterhouseCoopers Spain: Business challenges in a changing world

“Nowadays more goes into communication than just the company’s external image”

SPEAKER: Ladislao Azcona is Executive President at Tecnocom, an ICT company which has a presence in six countries and is listed on the Spanish stock exchange. He worked as a print, radio and TV journalist from 1969 to 1983 and edited numerous news programmes. In 1983 he set up Estudio de Comunicación, now the biggest Spanish consultancy firm which operates in 19 countries.

06/05/2009 Desayunos ESADE with Ladislao Azcona, President of Tecnocom: Companies and their communication in a time of crisis

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competent managers who at the same time were fully committed to society. To ensure continuity in that goal over time, they set up a foundation whose Board of Trustees initially consisted of the founding businesspeople. As the years went by, the members of this Board of Trustees have been replaced by other businesspeople, many of them ESADE alumni like us.  

**Pedro Fontana:** The founding businesspeople you’re talking about set up ESADE because they saw there was a lack of people with the training needed to head Catalan companies. So one of the contributions made by the Board of Trustees to the school is to maintain close links with business to find out what companies need in terms of training for their current executives and what they’ll want for their future executives.

That’s a contribution which in recent years has become international ...

**P.F.:** One of the most important changes at ESADE in the last few years has indeed been that internationalisation, something which has also been made necessary by our globalised world in which our sector now faces global competition and so you need to be among the world’s top-ranked business schools.

**J.M.S.:** That’s right. When I studied at ESADE, and I was part of the fifth class, the school sought to train Catalan managers for Catalan companies.
“It’s a privilege to experience ESADE close up”


What does the change in President mean for the Board of Trustees?
J.M.S.: Although there will be continuity and I don’t think there will be major changes just because the President of the Board of Trustees has changed, what is true is that turnover in posts is a good thing in any organisation. I am convinced that Pedro will stick to the parts of the current project which work best, and there are lots of them, and that he will also make improvements when he sees a chance to do so.

P.F.: Although the post of President of the Board of Trustees is new to me, the school isn’t as I’m an alumnus and have worked with it on numerous occasions. Plus I’ve been a member of the Board of Trustees for the past eight years. As Joan Manuel said, the idea is to continue working with the original mission while making any necessary changes to adapt to new times.

How would you assess your time as President of the Board of Trustees and the work that has been done?
J.M.S.: First of all I should say that it has been an absolute privilege to have been able to experience ESADE from the inside and work with the school. I’ve always tried to help the administration and team to make sure that basic policy lines are followed, the institution’s assets are maintained and that all the scholarships needed are awarded. Now it’s nice to be able to handover to someone else and even more so when we’ve found just the right person to continue with the project.

P.F.: “Even though when you move into a job which sets the bar so high you’re bound to find it tough, I believe in the current team”

How would you assess what your predecessor has done?
P.F.: Joan Manuel Soler’s time as head of the Board of Trustees has rounded off 50 fantastic years at ESADE. During that period, among other things ESADE has achieved prominence among international business schools, the Law University and Madrid facility project has been consolidated and there has been a major commitment to the new ESADE campus at Sant Cugat.

Based on that, what will be the first challenge you will face as President?
P.F.: Even though when you move into a job which sets the bar so high you’re bound to find it tough, I believe in the current team and I’m convinced that we can do more things. One of my tasks is to make sure that no talented students who want to study at ESADE are unable to do so due to lack of money, and we can do that through a good scholarships system. Another of my priorities is to give a fresh boost to the structure we have in place in Madrid.

What short- and long-term changes will there be in the ESADE Foundation Board of Trustees as a team?
J.M.S.: Unlike other private universities which have an owner, the ESADE Foundation is run by a two-tier Board of Trustees: a group of trustees and a governing body. Our goal is to maintain the functional character of that structure. In our case the Board of Trustees has been and remains fortunate enough to be able to count on leading businesspeople, the CEOs of
two front-rank banks, university lecturers, etc. Perhaps one thing we still need to do is to get more women onto the Board of Trustees.

P.F.: I think that the make-up of the Board of Trustees and its members’ commitment to ESADE are relevant to the operation of the school. We have a great Board of Trustees, and we have to take advantage of the talent it contains.

J.M.S.: “Now it’s nice to be able to handover to someone else and even more so when we’ve found just the right person to continue with the project”

We have to mention the current economic situation. As the new President, how do you think it will affect, if it hasn’t done so already, the relationship between ESADE and business?

P.F.: There’s no doubt that the current crisis is affecting society as a whole, but it’s also true that new business opportunities keep coming up and that crises really do separate the sheep from the goats as far as projects are concerned. In this respect I think that at ESADE we can meet the training needs of managers who are seeking to expand their skills and learning to get ready for the better times ahead by keeping up our quality standards.

What message would you send out to the ESADE community about the outlook for the future and relations between the Board of Trustees and business?

J.M.S.: Carrying on from the previous question, and as was made clear at the most recent Alumni Annual Conference, I think that difficult times such as the ones we are experiencing at present are in fact a good opportunity for ESADE-educated people to demonstrate a specific way of doing things that is consistent with the values that infused their training at the school, such as responsibility, reliability and consistency. Many of our alumni will in all probability have to take difficult and uncomfortable decisions in forthcoming months, and it is then when sticking to those values will be most significant.

P.F.: I would add the pride of belonging to the ESADE community taken as a whole, encompassing as it does current students, alumni in a range of disciplines, employees and lecturers.

New members of the ESADE Foundation Board of Trustees

The election of Pedro Fontana as new President of the ESADE Foundation Board of Trustees has been accompanied by five new people joining ESADE’s governing body: Eduard Bonet, Emeritus Professor at ESADE; Sol Daurella (Lic&MBA 90), CEO at Cobega; Jesús Egulluz, member of the Society of Jesus; Jaume Guardiola (Lic&MBA 80), CEO at Banco Sabadell; and Josep M. Rubiralta (Lic&MBA 66), President of the Werfen Group.
QUÈ FA LA CAMBRA DE COMERÇ DE BARCELONA PER Ajudar-ME A IMPULSAR EL NECESI?

ALIANCES ESTRATÈGICS, ASSESSORAMENT A COL·LECTIUS EN COMERÇ, ASSESSORAMEN

TAL EN COMERÇ, ASSESSORAMENT INDIVIDUAL EN TURISME, ASSESSORES TÈCNICS COMERÇALS, AUTODIAGNÓSTIC D’INTERNACIONALITZACIÓ, AUTODIAGNÓSTIC DE LOGÍSTI

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ARA, MÉS QUE MAI, LA CAMBRA AL COSTAT DE LES EMPRESES
‘New trends in technology and innovation’

SPEAKER: Jonathan Wareham is Associate Professor of the Department of Information Systems Management at ESADE.

Jonathan Wareham set out the key principles in designing new products and services that consumers will want during the refresher programme session “New Trends in Technology and Innovation”. In his talk he introduced the creative practice “Play and Design”, a way of innovating and coming up with new services and products which is used by a number of companies. It consists of giving various types of technology to different people and then observing how they use it and what they may need it for. “That way the creators can see what the product means to people,” said Wareham. He explained that the creative process in “Play and Design” is based on building ideas using a team which is not afraid to say what it thinks in case it gets the answer wrong since, as Wareham pointed out, there is no single right answer.

‘The global financial crisis and its consequences’

SPEAKER: Emilio Navarro is a Professor of the Department of Financial Management and Control at ESADE.

In his talk Professor Navarro looked at the current economic crisis right from its beginnings up to what may happen in forthcoming years. “The financial system has broken down,” he argued. “What we need now is a far-reaching transformation of the market with a risk culture in financial institutions which attaches greater importance to the risk/environment equation through using capital-oriented risk measures as well as other actions which will become necessary in the future.”

More information and photos at www.esadealumni.net
→ Alumni Activities
→ Refresher programmes
‘Innovation in sales to deal with change’

THREE EXPERTS ANALYSED THE LATEST DEVELOPMENTS IN SALES INNOVATION AS A WAY OF DEALING WITH MARKET CHANGE AT THE ESADE CAMPUS IN MADRID.

The session was opened by Jaime Castelló, Professor of the Department of Marketing Management at ESADE, who then handed over to Ángel González, a founding partner at Global Market Business Advisers and the event organiser. He was followed by Francisco Jorge, Sales Director at PepsiCo Portugal, who looked at how his firm had developed a strategy to get the most out of the Matutano brand at food points of sale and through the HORECA channel in Portugal, a market which features a large number of small establishments. For his part Fernando Marañón, former Vice-President at McDonald’s and a consultant who specialises in point of sale management, noted that the strategy used by the leading brands to sell more consists of spending on advertising and he also stressed the importance of the point of sale. Finally, Domingo Illana, CEO at Telyco, explained developments in Telefónica’s distribution systems for phones and argued that “you have to treat your distributors as partners”.

What’s Spain’s position as far as innovation is concerned?
We have some front-rank sectors, although now they are coming in for some stick, such as banking which is one of the best in the world and telecommunications. Then there are other sectors which really do need a makeover, such as insurance, and have a long way to go as yet.

What’s the best way forward?
Nowadays innovation is not an alternative; it’s a necessity. People only want to hear two things: how to gain or save on it. Anything that goes along those lines is bought immediately and the rest is ignored. Executives need to control methods and have a management style.
ESADE Law Faculty Master’s programmes, a safe bet

ESADE MASTER’S DEGREES FROM ESADE’S LAW FACULTY HAVE BEEN WIDELY RECOGNISED OVER THE LAST 15 YEARS FOR HELPING THEIR STUDENTS TO GET JOBS, FOR THE PRESTIGE OF THEIR TEACHING STAFF IN DIRECT CONTACT WITH WHAT IS GOING ON THE GROUND, AND FOR HEADING THE ONLY POSTGRADUATE PROGRAMMES TABLE PUBLISHED IN SPAIN DRAWN UP BY NEWSPAPER EL MUNDO.

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Isabel Conde de la Rica (Master FT en Derecho Internacional de los Negocios 08)  
Junior lawyer in the trade unit at Roca Junyent  
“The programme is extremely attractive with modules geared towards in-depth analysis of international trade law while also including more practical topics such as public speaking and corporate practice which are basic for a lawyer. The theoretical modules are combined with group dynamics and case discussions between lecturers and students from all over Spain and the world. I’d also pick out my time at the Centre for Transnational Legal Studies (CTLS) in London, founded by a number of international law faculties including the one at ESADE, where I had the chance to get a more global look at the law. Plus as far as job opportunities are concerned, in my view the International Business Law Master’s degree is highly regarded by law firms.”

Carmen Fernández Neira (IP&IT 06)  
Legal Counsel at PepsiCo Iberia  
“I’d been working for eight years in advertising law, something which has always interested me, but I wanted to expand my knowledge about copyright and the Internet so I decided to do the Master’s. It was a really interesting experience and opened up a lot of doors for me: I’m from Madrid, I quit my job and came to Barcelona to do the Master’s and a few months later got a temporary job at PepsiCo where I’m still working. The teaching staff is made up of leading professionals who are highly respected in their fields which means that in addition to their legal background and knowledge it’s really interesting having personal contact with them.”

MASTER’S IN INTELLECTUAL PROPERTY AND INFORMATION TECHNOLOGY (IP&IT)  
This part-time programme provides students with in-depth knowledge of legislation on market competition, exclusivity rights to distinguishing marks, technical creations and intellectual works and the law applicable to new technology and breakthroughs in this field.

Upcoming briefings at ESADE’s Barcelona-Pedralbes Campus

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| Wednesday 8 July at 7 pm | Master’s in International Business Law                   
                        | Master’s in Intellectual Property and Information Technology (IP&IT) |
| Tuesday 8 September at 7 pm | Master’s in Tax Advice and Management  
                          | Master’s in Corporate Finance & Law                                   |
| Wednesday 9 September at 7 pm | Master’s in International Business Law                        
                          | Master’s in Intellectual Property and Information Technology (IP&IT) |
HE CENTRAL THEME OF THE ANNUAL ESADE ALUMNI CONFERENCE HELD IN BARCELONA ON 25 MAY WAS THE NEW GLOBAL SCENARIO AND BUSINESS STRATEGIES. THE EVENT FEATURED MARC BUSCH, PROFESSOR AT GEORGETOWN UNIVERSITY’S SCHOOL OF FOREIGN SERVICE AND A SPECIALIST IN INTERNATIONAL TRADE DIPLOMACY.

Jordi Alavedra (Lic&MBA78), an ESADE Alumni member, opened the conference by welcoming all the attendees and introducing the first speaker, ESADE Alumni President, Germán Castejón (Lic&MBA81). Castejón spoke about the work that the 600 people at ESADE Alumni do to lay on activities that will be useful for alumni. “ESADE Alumni is a powerful network that helps us to identify needs and new businesses that will enable us to get through the current crisis,” he argued.

EXCEPTIONAL SPEAKERS
The next speaker, who had just flown in from Washington, was Marc Busch, Professor
at Georgetown University’s School of Foreign Service and a specialist in International Trade Diplomacy. His talk focused on the new global scenario facing businesspeople and the need to employ non-mercantile strategies at a time when, due to the recession, the world is becoming somewhat protectionist. “You can’t get rid of frontiers,” he pointed out. “Managers need to put in place an economic policy which seeks to share global strategies. The crisis may hinder growth unless we use the right instruments.”

After Busch’s talk ESADE General Secretary, Marcel Planellas (PMD 87), went up onto the stage to moderate a round table discussion of new business strategies. “We want to open up a debate down at the company level to see the impact of the crisis there,” he said.

The round table featured Rosa María García, Vicepresidenta de Consumer & Online de Western Europe Microsoft, y Xavier Mendoza (Lic&MBA79), Associate Director General of ESADE and a researcher at the Spanish Multinational Company Observatory (OEME). Both analysed the current situation of large Spanish companies and identified the main challenges they have to deal with in the changing present-day environment.

“Companies need to invest in innovation to come through the crisis successfully,” argued Rosa María García. “Only by doing that will we be able to see what kind of services and products will be necessary in the future and examine how we interact with our customers in a setting in which the Internet has changed everything.”
Germán Castejón: “ESADE Alumni is a powerful network that helps us to identify new businesses”

Xavier Mendoza said that the crisis would show managers whether or not they are good leaders. He then went on to point out that nowadays companies need to open up to the world and be able to retain the best talent.

**AN EVENING FOR REUNIONs**

Next to speak was ESADE’s Director General, Carlos Losada (Lic&MBA79), who said that the business school is helping to tackle the crisis through the training it offers and the activities run by ESADE Alumni. His talk was followed by the prize-giving ceremony for the 2009 ESADE Awards. After the academic part of the event there was a cocktail party in the EXPO room at the Palau de Congressos at which the more than 2,000 ESADE alumni in attendance were able to share experiences and future plans.
THE WINNERS WERE ROSALÍA MERA, FOUNDING PARTNER OF THE PAIDEIA FOUNDATION, LEOPOLDO RODÉS, PRESIDENT OF RAMON LLULL UNIVERSITY’S BOARD OF TRUSTEES, AND CARLOS SLIM, PRESIDENT OF THE BOARD AT IMPULSORA DEL DESARROLLO Y EL EMPLEO EN AMÉRICA LATINA.

These Awards recognise the work done by people who defend the same values that ESADE has been advocating for more than 50 years.”

That was the way Carlos Losada (Lic&MBA79) defined the ESADE Awards during his speech to introduce the eagerly awaited presentation of the ESADE Awards for 2009 by Joan Manuel Soler (Lic&MBA68), outgoing President of the ESADE Foundation Board of Trustees, Germán Castejón (Lic&MBA81) and himself. Rosalía Mera, founding partner of the Paideia Foundation, received a mention of honour for her charity work and business management of innovative social projects; Leopoldo Rodés, President of Ramon Llull University’s Board of Trustees, was given the award for his work in sponsorship and cultural initiatives; and Carlos Slim, President of the Board at Impulsaora del Desarrollo y el Empleo en América Latina, for his philanthropic involvement in furthering job creation, education, health and the environment. The first two prize-winners went up onto the stage to receive their awards. Speaking about the economic situation, Mera said that “if the conditions aren’t there you have to create them, and to do that you have to be brave and accept risk. You can’t stay in your comfort zone”. According to Rodés, “we’ll get through this crisis but it’s going to involve far-reaching changes”. He went on to add that “we need to work more” and argued that business schools will have an important role in delivering education as a means of combating the current situation. Carlos Slim, who was unable to attend the event, sent a message of thanks by video in which he invited attendees to come to an ESADE Alumni Finance Club conference entitled “The economic and social outlook in Latin America”, which was held on 8 June. He was able to pick up his award in person at this event which featured a talk by OECD Development Centre Director Javier Santiso.

This year the prize-winners were honoured for their professional careers and social commitment.

The discussion was moderated by Marcel Planellas (PMD 87), ESADE General Secretary, and was attended by Germán Castejón (Lic&MBA81), President of ESADE Alumni, Pedro Fontana (Lic&MBA74), recently appointed President of the ESADE Foundation Board of Trustees, who presented the award to Carlos Slim.
More than 600 Madrid alumni came along to the Mutua Madrileña Auditorium

**III Annual ESADE Alumni Conference in Madrid**

PSYCHIATRIST LUIS ROJAS MARCOS WAS THE STAR TURN AT THE III ANNUAL ESADE ALUMNI CONFERENCE IN MADRID, WHICH WAS ATTENDED BY MORE THAN 600 ALUMNI. THE EVENT REINFORCED TIES BETWEEN ATTENDEES AND FEATURED TALKS ABOUT THE CURRENT ECONOMIC CRISIS, LEADERSHIP AND ESADE’S KEY ROLE IN THIS UNCERTAIN ENVIRONMENT.
The III Annual ESADE Alumni Conference, held at the Mutua Madrileña Auditorium in Madrid, was a great success in terms of both attendance and the quality of the talks given. More than 600 alumni came along to an event that is proving to be an excellent opportunity for networking.

This year attendees had the privilege of listening to psychiatrist Luis Rojas Marcos, who spoke about “Leadership and motivation in a time of crisis”. This was the high point of a conference at which ESADE representatives also discussed and stressed the added value the business school can bring to a complex scenario like the one faced today. Xavier Sanchez (Lic&MBA97), Director of ESADE Alumni, opened the event and thanked conference sponsors Global Market Business Advisers, Telefónica and Everis. He then referred to something Rojas Marcos once said, that people who belong to a group are better able to overcome adversity, to illustrate the importance of these meetings. “The value of networking grows in an increasingly uncertain scenario,” he argued.

MANAGING THE CRISIS

Next to speak was Germán Castejón (Lic&MBA81), President of ESADE Alumni, who focused on the institution he heads and the crisis. In his view, management is the best way of dealing with the latter. “Our environment is out of our control, but we need to know and understand it in order to do the right thing,” he said. It is here that management is the key, “which is nothing more than using everything which we do control to change the situation”.

Against this backdrop Castejón argued that ESADE Alumni is a powerful weapon with which to combat the crisis as it makes it possible to identify opportunities. “Plus this academic year we’ve run more than 300 refresher programme events which meet this crucial need in a crisis to understand our environment,” he pointed out.

ESADE AND THE VALUE OF ENTERPRISE

The Director General of ESADE, Carlos Losada (Lic&MBA 79) then took the floor. “Here at ESADE we’ve always held that internationalisation and innovation are two key factors in overcoming the crisis,” he said, before going on to show how the institution puts that into practice. Thus it has more than 1,000 international students from 87 countries, while in terms of innovation he mentioned projects including the launch this year of the Beyond Pretty programme in conjunction with the Pasadena Art and Design Faculty. Losada finished his speech by saying that “the crisis will be overcome thanks to the thousands of small decisions taken by businesspeople and executives”.

▲ “The value of networking grows in an increasingly uncertain scenario,” argued Losada
SOME WAY TO GO
The next speaker was Pedro Navarro (MBA 67), Vice-President of ESADE Alumni, who said that Alumni Madrid is achieving its objectives through initiatives such as setting up clubs. He also stressed the success of the working breakfasts which have started up this year and the series run in conjunction with a number of companies. Luis Rojas Marcos then gave the keynote speech at the conference entitled “Leadership and motivation in a time of crisis”. He began by defining a crisis as a threat which affects an individual’s physical or personal balance, although most people do come through adversity and prolonged crises. This is connected with the issue of leadership. “An effective leader is one who can bring out of people those qualities which help us to overcome adversity,” argued Rojas Marcos. He said that people with affective relationships are better at dealing with adversity: “An example of that are people who identify with a group, as happens with you at ESADE Alumni”.

AN EMOTIONAL LEADER TO TACKLE ADVERSITY
Other factors are concerned with executive functions and consist of knowing that our actions will have an impact and having a control centre inside ourselves. The approach also has room for positive thinking. The ideal leader for a crisis is thus “the one who understands what’s going on and communicates it honestly”. The conference ended with a cocktail party at which attendees were able to exchange their impressions of the event and met up with their classmates.
LA ENERGÍA SE ENCARECE Y EL MERCADO SE LIBERALIZA

¿SABE QUE PUEDE AHORRAR ENTRE UN 10-20% EN SUS FACTURAS?

- Se implanta el mercado de libre competencia y se convierte en obligatoria la figura del Comercializador, que será quien venda la energía a los consumidores. Actualmente ya se pueden negociar las condiciones tarifarias con más de 10 Comercializadoras.
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IMPLEMENTAR medidas de eficiencia energética y obtener importantes ahorros de coste.
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They were there

Octavi Sindreu (EDIEF 75), Retired
“ESADE Alumni is a great way of finding new projects which you can do and share experiences.”

Roque Sagnier (Lic&MBA 84), Financial Director
“ESADE has had a big effect on me as in addition to the knowledge I gained it has also given me personal values.”

Francesc Alcaide (Lic&MBA 85), ESADE lecturer
“It’s been very interesting as it’s given us a vision of the current business situation from different points of view.”

Alvaro González (PMD 07), Product Head
“I especially liked Rosa María Mena’s talk because of the values it expressed. Talking about generosity isn’t common in business.”

Josep Gilart (MDEF 07), Financial Director
“I try to go all the events organised by ESADE Alumni, which is a key association for such an important school.”

Gemma Viaplana (MDEF 07), Controller
“I go to ESADE Alumni talks whenever I can as it helps me keep up to speed with business developments.”

Esther Jiménez (MDEF 07), Financial Director
“The annual conference is a great place for meeting up with alumni who you’ve shared great times with and for keeping in touch with the school.”

José Manuel Caballero (EMBA 04), Economist
“I really liked the event. I think an annual meeting of this kind is a good idea so you can get together with your classmates and look at the changes that are taking place.”

Oscar Aragón (MBA 02), CEO
“I think it’s the ideal event for meeting up with other professionals and discussing how to tackle the crisis.”

Elva Beltran (EMPA 08), Public Sector
“The conference was a very exciting and interesting event and shows how ESADE Alumni is committed to continuous improvement.”

Izaskun Valdazo (MDEF 03), Banking
“ESADE gave me the chance to become a better professional and to make great friends who I’ve still got.”

Víctor Serrabou (EMBA 04), Marketing Director
“ESADE has given me the chance to meet some great people and move forward in my career.”

Lyulov Dolgopolova (Lic&MBA 08), Consultant
“The main thing about ESADE Alumni is that it helps you keep up to date and provides contacts with other people.”

Virtuts Angulo (EMBA 04), Operations Chief
“The most important thing about an event like the one today is the chance to meet up with your classmates.”
“It’s the first conference I’ve been to and I’ve been pleasantly surprised, with a speaker we all knew was excellent.”

“I’d pick out Rojas Marcos; he was brilliant with his optimistic message which provides a new approach.”

“It’s been really interesting as there have been some interesting ideas about surviving the crisis. ESADE has helped me to grow in my professional career.”

“ESADE Alumni gives me an extensive network of contacts as it allows me to meet different people.”

“I think the events and initiatives ESADE runs reflect its quality and prestige as a business school.”

“ESADE Alumni gives me an extensive network of contacts as it allows me to meet different people.”

“ESADE Alumni means you can stay in touch with businesses outside your sector and network with people and managers from other sectors.”

“I’d stress the excellent organisation and the talk by Luis Rojas Marcos. I liked his approachability and ability to communicate.”

“It’s been a fantastic event and feeling part of this network is very special.”

“The speaker was absolutely top notch and we’re lucky to have people like that.”

“It’s the first time I’ve come to one and it’s really impressed me and my colleagues in terms of attendance and preparation.”

“I like being able to be with my classmates. You get to see all of ESADE and its connection with society.”

“ESADE Alumni enables me to meet people and share experiences, see their focus on problems and feel I’m being supported in tough times.”

“The event shows ESADE’s magnificent ability to communicate, which captures an audience and holds its attention. I have the same view about all the other activities.”